

Saving and Enhancing Lives

Through Organ, Eye and Tissue Donation –

*A Strategic
Approach for
Missouri*



July 2014 – June 2019

Saving and Enhancing Lives through Organ, Eye and Tissue Donation

REVISED: March 2016



This plan is a public document and may be copied and shared for the purposes of informing, educating, promoting, and coordinating efforts to increase awareness about organ, eye and tissue donation and increase donor designations.

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Division of Community and Public Health; Bureau of Cancer and Chronic Disease Control

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• Missouri Department of Health and Senior Services • Governors Organ Donation Advisory Committee •

Electronic Document – How to Navigate

Three keys that will help you navigate ***Saving and Enhancing Lives***; *links*, *color* and the *back arrow key*. *Links* will route you directly to another page within the plan or connect you to an Internet resource noted within the document. *Color* highlights areas that organizations and individuals may want to adopt to help impact organ, eye and tissue donation and donor designations in Missouri. Lastly, the *back arrow key* is the standard key used by leading web browser to move back and forth between web sites. Call 573.522.2864 for answers to questions you may have about this plan.

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Introduction

Acknowledgements

Missouri's plan, *Saving and Enhancing Lives*, guides programming that fosters efforts to increase awareness about organ and tissue donation. This plan is the direct result of collaborative efforts between the Governor's Organ Donation Advisory Committee (GODAC), Mid-America Transplant, Midwest Transplant Network, and the Missouri Organ and Tissue Donor Program of the Department of Health and Senior Services (DHSS). The GODAC membership and partners were invited to participate as a team assigned to review the plan and modify as appropriate. A special thank you to the following people that conducted the annual review and revision of the plan:

- Debra Simaitis, donor mother and committee chairperson;
- Peter Nicastro, organ recipient and committee member;
- Mikala Stoker, Saving Sight and committee member
- Leanne Peace, Missouri Kidney Program and ad hoc member
- Keith Anderson, Gift of Life (Kansas City) and ad hoc member; and
- Virginia Beatty, DHSS Representative and committee secretary.

The *Saving and Enhancing Lives* plan continues to focus on three primary areas of need. The first is to gain insight into ways the GODAC can improve organ donation awareness within the definition of their advisory body role. Secondly, to assess the Organ and Tissue Donor Program's capacity to implement programs and, lastly to use collaborative efforts to maximize resources and reduce duplication of effort. This plan:

- is an ever-changing plan based upon annual environmental assessment, evaluation and stakeholder input,
- includes overarching goals that can be adopted by partnering organizations, and
- allows any organization and/or individual to join in life-saving and life-enhancing efforts by adopting one or more goals or objectives on which to focus.

The intent of this plan continues to enhance and save the lives of people in need of an organ, eye or tissue transplant, increase education and awareness efforts, increase donor designation rates in Missouri, honor donors, and strive to close the gap between the need for and availability of organs and tissues. Completed and ongoing activities have been noted. An annual plan report is published and available at www.health.mo.gov/organdonor under publications.

Moving Forward

The *Saving and Enhancing Lives* plan is available for use and implementation by all Missouri organizations and individuals with an interest in organ, eye, and tissue donation. Existing partners are encouraged to seek out opportunities to integrate objectives from this five-year plan into their organizational plans. The DHSS encourages other organizations, businesses, non-profits and individuals to do the same. Combined implementation efforts and annual action plan reporting will aid in reaching plan goals and objectives and monitor progress.



A Public Health Issue

Organ donation remains a public health issue even in the face of advancing medical technology and treatment options and the continued rise in the number of potential donors. Someone is added to the national transplant waiting list every 10 minutes and on average 22 people die every day while waiting for a life-saving transplant.¹ Nationwide the number of individuals waiting for a transplant continues to grow.

Donate Life America announced that 98 percent of all adults have heard about organ donation and 86 percent have heard of tissue donation.² Ninety percent of Americans say they support donation, but only 30 percent know the essential steps to take to be a donor.² The need for education and recording donor designations continues to be a priority and two primary focus areas for closing the gap on the transplant waiting list.

Donor designation rate is the rate at which individuals' join the state donor registry as a percentage of all driver's licenses and identification cards issued within a specific time. There continues to be an increase in donor designations recorded in the Donor Registry System (DRS). At the close of fiscal year 2015, 3,405,602 individuals designated themselves as potential donors representing a 13.4 percent increase since the close of fiscal year 2012 (3,004,025). At the end of the third quarter 2015 calendar year, Missouri had a 46 percent donor designation rate through the local license offices.³ The rate fluctuates each quarter in Missouri for two reasons; the driver licenses are on a six-year renewal cycle for most residents and issued/renewed on the individual's birth date. The fluctuation in driver's license transactions can range from 115,600 to 153,000 a month.⁴

The DHSS and its partners use data to monitor need and to drive educational efforts. The Organ Procurement and Transplantation Network (OPTN) maintains national patient waiting list data as well as donation, transplantation and waiting list statistics. Missouri's DRS provides donor designation data. These data sources assist in planning and monitoring educational efforts.

National Data

People of every age give and receive organ donations. The national data for donors obtained for the period of January 2015 through September 2015⁵:

- 1 Year Old: 139 (115 deceased, 0 living donors)
- 1–5 Years: 201 (193 deceased, 0 living donors)
- 6–10 Years: 123 (97 deceased, 0 living donors)
- 11–17 Years: 410 (300 deceased, 1 living donors)
- 18–34 Years: 4,166 (2,022 deceased, 1,300 living donors)
- 35–49 Years: 4,600 (1,756 deceased, 1,732 living donors)
- 50–64 Years: 3,867 (1,874 deceased, 1,236 living donors)
- 65+ Years: 754 (455 deceased, 155 living donors)
- As of September 2015, 58.7 percent of living donors were women and 41.2 percent were men and for deceased donation: 59.7 percent were men and 40.3 percent were women.⁵
- In 2015, 65.5 percent of all deceased donors were White, 16.0 percent were Black, 13.9 percent Hispanic, 2.8 percent Asian, 0.5 percent American Indian/Alaska Native, 0.2 percent Pacific Islander and 1.1 percent Multiracial.⁵
- As of November 2014, the national waiting list consisted of 42.2 percent White, 29.9 percent Black, 18.5 percent Hispanic, 7.4 percent Asian, 0.9 percent American Indian/Alaska Native, 0.5 percent Pacific Islander, and 0.6 percent Multiracial.⁵

Missouri Data

The actual number of available and viable donors at the time of death compared to the number of individuals on the waiting list for an organ creates the gap between need and availability. Every person is a potential donor. Viability assessment is determined at or near time of death. As of June 2015, 3.4 million Missourians have registered their donor designation as a potential donor. Several factors contribute to both Missouri's increase in registered donors and the donation gap: transplantation as a successful treatment option; the aging population; increased life expectancy; medical breakthroughs; high percent of individuals with diabetes, high blood pressure or both; and educational efforts provided by partners, local and national.

Whites make up 84.8 percent of Missouri's population and Blacks make up 12.4 percent.⁶ The percent of Whites on Missouri's kidney waitlist was 58.43 percent and Blacks were 35.63 percent for the period of July 1, 2014 through June 30, 2015.⁷ The number of living and deceased donors reported with Missouri as the home state at recovery in fiscal year 2013 was 264.⁸ Whites made up 81.8 percent and Blacks 15.9 percent of all donors.⁸ The organ transplant waiting list in Missouri was more than 1,400 in November 2015.⁹

United Network of Organ Sharing: Donors Recovered During July 1, 2014–June 30, 2015, by Ethnicity Where Missouri is Donor Home State⁸

| | White | Black | Hispanic | Asian | Amer Ind/ Alaska Native | Multi- racial | Total |
|---------------------------|-------|-------|----------|-------|----------------------------------|------------------|-------|
| Deceased Donor | 179 | 39 | 8 | 2 | 2 | 1 | 231 |
| Living Donor | 59 | 4 | 0 | 3 | 0 | 1 | 67 |
| Total | 238 | 43 | 8 | 5 | 2 | 2 | 298 |

Missourians can actively reduce the gap or need for an organ transplant with a healthy lifestyle. According to Organ Procurement and Transplantation Network (OPTN), the primary diagnosis for 36,110 of the 122,042 or 29.6 percent, candidates waiting for an organ on the national waiting list is diabetes, 21,976 is uncontrolled high blood pressure (hypertensive nephrosclerosis) leading to end-stage renal disease, and 114 is coronary artery disease.¹⁰ The Kidney transplant waiting list was, and continues to be, the largest organ wait list. For Missouri, OPTN reports diabetes is the primary diagnosis for 28.4 percent (406) of the 1,432 waiting candidates, hypertensive nephrosclerosis for 22.3 percent (319), and no report for coronary artery disease as primary cause.¹⁰

Prevention

Since diabetes and high blood pressure are the top two causes of end-stage renal disease, any effort toward prevention would reduce the need for the expensive, life-sustaining treatment of dialysis or kidney transplantation.

Leanne Peace, director,
Missouri Kidney Program

Missouri Organ and Tissue Donor Program

The Missouri Organ and Tissue Donor Program assists the Department of Health and Senior Services reach its Vision. A vision appropriate for all statewide organ and tissue donor efforts as is the mission, culture, and values under which the Missouri Organ and Tissue Donor Program and the advisory committee function.

Vision

Healthy Missourians for Life

Mission

Available organs and tissues through informed citizens and an efficient, confidential registry of potential donors.

Culture

Understand that organ, eye, and tissue donation saves and enhances lives.

Understand there is an organizational structure and established processes.

Values

Communication: Foster information sharing, resources and collaboration between partners.

Education: Ensure access to accurate information through a variety of channels so that residents can make an informed decision.

Environment: Acknowledge the perception about organ, eye, and tissue donation is ever changing and requires continuing education.

Evaluation: Measure strategic plan outcomes and adjust accordingly.

Partnership: Promote inclusion with all actively engaged stakeholders.

Quality Improvement: Use and share lessons learned to maximize reach, resources, and expand evidence-based practices.

Priority Areas

The plan has five primary priority areas: education, data, finance, registry, and stakeholders. A brief statement accompanies each below and the heading links to the goals and objectives for that priority area.

Education

Utilizing social media, providing positive publicity, expanding partnerships, bridging efforts, and educating people of all ages are opportunities to explore. The plan addresses education in a variety of settings and target populations.

Data

Assessing current conditions, evaluating activities and measuring progress toward goals and objectives are possible with data. In addition, data helps direct educational efforts. Monitoring data needs and capacity, enhancing data availability and sharing data are opportunities to aid decision making. The plan addresses data accuracy and relevancy.

Finance

Partners encourage contributions to the Organ Donor Program Fund. The fund supports education and registry maintenance and modification. Plan goals address financial sustainability and transparency.

Registry

Ever changing technology and public demands of that technology are indicators of how people learn, communicate, and process information. Constant monitoring, maintenance, and upgrades to the DRS are necessary to remain current. The plan addresses technology while maintaining confidentiality.

Stakeholders

As technology and health care systems continually change, medical breakthroughs made, and cultural beliefs change, it is critical that groups with similar goals and complimentary services, work together to maximize resources and reach. Through effective partnerships, educational opportunities expand and residents become better informed. Communication, engagement, and clearly defined roles provide opportunities to develop new partnerships while advancing existing partnerships to enhance education efforts. The plan addresses stakeholder engagement.

Plan Utilization

The DHSS' Organ and Tissue Donation Program will follow this strategic plan in a collaborative effort with partners. DHSS staff will further refine the action plan to include detailed steps, timeframes, and assigned responsibilities. Evaluation measures will be refined where necessary and progress monitoring will be ongoing. The Organ and Tissue Donor Program, with input from GODAC and partners, will determine updates needed for the action plan. The GODAC will receive annual reports describing accomplishments, challenges, success stories, and partner-submitted action plans. The committee may annually recommend revisions to the strategic plan. During the plan's fifth year, the GODAC and partners will participate in a strategic planning process to determine course direction for the next five years.

Successful implementation of this strategic plan is dependent upon the support of existing and future partners. Support in the way of expertise, staff, volunteers, leadership and financial contributions are necessary. Current funding from the organ procurement organizations, Gift of Life, Missouri Kidney Program, and the Organ Donor Program Fund support current educational efforts and the Donor Registry System in Missouri. Expanded efforts, as outlined in *Saving and Enhancing Lives*, may require additional funding. The DHSS' Organ and Tissue Donor Program will continually seek funding sources, notify partners of funding opportunities and when applicable, apply for funding. Key decision makers will need to identify and implement policies that improve resources, direct best practices and assure a technologically current system that addresses donor designations.

The DHSS and the GODAC are optimistic that many organizations and individuals within the state of Missouri will adopt one or more goals and objectives from this strategic plan. There are several tools available, including those outlined in the addendum, that individuals and organizations can use to develop action plans.

Partner Participation

Successful implementation of this strategic plan is dependent upon the support of existing and future partners. To aid this effort, potential action steps, partners, and success indicator text is printed in blue on pages 8–31.

Individuals and organizations wanting to help achieve the goals and objectives outlined in this plan should annually submit action plans by July 15th of every year in order to have their collaboration incorporated into the larger strategic plan.

Priority Area

Data – Data that Informs

Goal: Accurate and relevant data used to make informed decisions.

Objective(s): 1. By June 2018, upgrade Donor Registry System reporting features to provide timely data without compromising confidentiality.

Record major action steps below. *Color text highlights areas that organizations and individuals may want to adopt to help impact organ, eye and tissue donation and donor designations in Missouri.*

| Action Steps | Responsible & Potential Person(s)/ Program(s)/ Stakeholders | Success/Potential Success Indicator(s) | |
|---|---|---|--|
| | | Status | Measure(s)/Notes |
| Identify partner needs by June 2016 (<i>Continue periodic assessment to assure partner needs are identified regularly.</i>) | Organ and Tissue Donor Program | <input checked="" type="checkbox"/> Completed <input type="checkbox"/> Behind Schedule <input type="checkbox"/> On Target <input type="checkbox"/> Not started | Measure: Partner needs identified: Satisfaction Survey (2007) DRS Reporting Survey (2014) |
| Compare Donor Registry System Reporting features to partner needs in order to identify gaps | Organ and Tissue Donor Program | <input checked="" type="checkbox"/> Completed <input type="checkbox"/> Behind Schedule <input type="checkbox"/> On Target <input type="checkbox"/> Not started | Measures: Donor Registry System assessment complete Gaps identified |
| Modify Donor Registry System Reporting features to meet identified needs and eliminate data gaps without compromising confidentiality | Organ and Tissue Donor Program, Information Technology Group, Software Contractor | <input type="checkbox"/> Completed <input type="checkbox"/> Behind Schedule <input checked="" type="checkbox"/> On Target <input type="checkbox"/> Not started | Measures: Donor Registry System modifications tested Donor Registry System reporting modifications in production (available) |

Priority Area

Education – Emergency Management Services (EMS)

Goal: Educate and build awareness about organ, eye, and tissue donation so people can make an informed decision.

- Objective(s):**
1. By June 2017, increase from zero to 500 the number of emergency management personnel that complete the *Keep Hope Alive* training.
 2. By June 2017, increase knowledge among emergency management personnel as measured by *Keep Hope Alive* training pre- and post-test scores.
 3. By June 2018, increase from zero to 12 the number of *Keep Hope Alive* presentations to fire and/or Emergency Management Services departments.

Record major action steps below. *Color text highlights areas that organizations and individuals may want to adopt to help impact organ, eye and tissue donation and donor designations in Missouri.*

| Action Steps | Responsible & Potential Person(s)/ Program(s)/ Stakeholders | Success/Potential Success Indicator(s) | |
|---|---|---|--|
| | | Status | Measure(s)/Notes |
| Secure permissions to incorporate <i>Keep Hope Alive</i> into an online training for Missouri EMS personnel. | Organ and Tissue Donor Program | <input checked="" type="checkbox"/> Completed <input type="checkbox"/> Behind Schedule <input type="checkbox"/> On Target <input type="checkbox"/> Not started | Measure: Permissions received from Sierra Donor Services, Department of Health and Senior Services' Bureau of Emergency Medical Services |
| Develop and get approval of pre- and post-test module for <i>Keep Hope Alive</i> | Organ and Tissue Donor Program | <input checked="" type="checkbox"/> Completed <input type="checkbox"/> Behind Schedule <input type="checkbox"/> On Target <input type="checkbox"/> Not started | Measure: Pre- and post-tests developed and approved |
| Collaborate with Bureau of Emergency Medical Services to secure CEU's for licensure requirements through the University of Missouri | Organ and Tissue Donor Program | <input checked="" type="checkbox"/> Completed <input type="checkbox"/> Behind Schedule <input type="checkbox"/> On Target <input type="checkbox"/> Not started | Measure: CEU's secured and received from University of Missouri |
| Develop introduction and moderator scripts | Organ and Tissue Donor Program | <input checked="" type="checkbox"/> Completed <input type="checkbox"/> Behind Schedule <input type="checkbox"/> On Target <input type="checkbox"/> Not started | Measures: Introduction script written and approved and recorded and Moderator script written and |

| Action Steps | Responsible & Potential Person(s)/ Program(s)/ Stakeholders | Success/Potential Success Indicator(s) | |
|---|---|---|---|
| | | Status | Measure(s)/Notes |
| | | | approved and recorded |
| Secure donor family member for moderator | Organ and Tissue Donor Program | <input checked="" type="checkbox"/> Completed <input type="checkbox"/> Behind Schedule <input type="checkbox"/> On Target <input type="checkbox"/> Not started | Measure: Moderator secured <i>Note: Deb Simaitis, donor mom, was the moderator.</i> |
| Arrange video and voice recording of introduction and moderators scripts | Organ and Tissue Donor Program | <input checked="" type="checkbox"/> Completed <input type="checkbox"/> Behind Schedule <input type="checkbox"/> On Target <input type="checkbox"/> Not started | Measure: Recording and editing of scripts complete |
| Post a cohesive training module that includes the introduction, moderator scripts and training component to the web | Organ and Tissue Donor Program | <input checked="" type="checkbox"/> Completed <input type="checkbox"/> Behind Schedule <input type="checkbox"/> On Target <input type="checkbox"/> Not started | Measure: Training developed |
| Notify stakeholders and organizations that are usually first to respond to an emergency of the availability and web address of the online training | Organ and Tissue Donor Program | <input checked="" type="checkbox"/> Completed <input type="checkbox"/> Behind Schedule <input type="checkbox"/> On Target <input type="checkbox"/> Not started | Measure: Email notifications sent Measure: 500 Registrations |
| Monitor pre- and post-tests to evaluate knowledge gained | Organ and Tissue Donor Program | <input type="checkbox"/> Completed <input type="checkbox"/> Behind Schedule <input checked="" type="checkbox"/> On Target <input type="checkbox"/> Not started | Measure: Percent Increase in knowledge by those completing the program |
| Encourage local EMS personnel to complete training | GODAC members, Organ Procurement Organizations (OPOs), Tissue Banks, Non-profit and civic organizations, County Councils, Community Members | <input type="checkbox"/> Completed <input type="checkbox"/> Behind Schedule <input checked="" type="checkbox"/> On Target <input type="checkbox"/> Not started | Measures: Number of local agencies contacted, Number of local agency personnel completing training, Statewide, 500 local agency personnel complete training |
| Present information about Keep Hope Alive training to fire departments, volunteer fire departments, ambulance districts and other emergency management agencies and encourage | GODAC members, OPOs, Tissue Banks, non-profit and | <input type="checkbox"/> Completed <input type="checkbox"/> Behind Schedule | Measure: Number of presentations, group or |

| Action Steps | Responsible & Potential Person(s)/ Program(s)/ Stakeholders | Success/Potential Success Indicator(s) | |
|---|---|---|--|
| | | Status | Measure(s)/Notes |
| age participation in the training | civic organizations, County Councils, Community Members | <input checked="" type="checkbox"/> On Target <input type="checkbox"/> Not started | individual (target 12) Note: 1/1/2014: 2 of 12 formal presentations given |
| Contact the Continuing Education Coordinating Board for Emergency Medical Services (CECEMS) and the National Registry of Emergency Medical Technicians (NREMT) for possible expansion of the program by June 2016 | GODAC members, OPOs, Tissue Banks, non-profit and civic organizations, County Councils, Community Members | <input type="checkbox"/> Completed <input type="checkbox"/> Behind Schedule <input checked="" type="checkbox"/> On Target <input type="checkbox"/> Not started | GODAC committee chair contacted CECEMS and NREMT - discussion ongoing |

Priority Area

Education – Local Driver License Offices

Goal: Educate and build awareness about organ, eye, and tissue donation so people can make an informed decision.

Objective(s): 1. By June 2018, develop and deploy a training program for all local license office employees about organ, eye and tissue donation and the donor registry system.

Record major action steps below. *Color text highlights areas that organizations and individuals may want to adopt to help impact organ, eye and tissue donation and donor designations in Missouri.*

| Action Steps | Responsible & Potential Person(s)/ Program(s)/ Stakeholders | Success/Potential Success Indicator(s) | |
|--|--|---|--|
| | | Status | Measure(s)/Notes |
| Establish a work team of partners by January 1, 2018 | Organ and Tissue Donor Program, Team Missouri, Department of Revenue | <input type="checkbox"/> Completed <input type="checkbox"/> Behind Schedule <input type="checkbox"/> On Target <input checked="" type="checkbox"/> Not started | Measures: Workgroup established and leader identified |
| Determine method of training by March 1, 2018 | Organ and Tissue Donor Program, Team Missouri, Department of Revenue | <input type="checkbox"/> Completed <input type="checkbox"/> Behind Schedule <input type="checkbox"/> On Target <input checked="" type="checkbox"/> Not started | Measure: Training method identified |
| Approve training material and evaluation tool (training program) by January 15, 2017: Develop by November 1, 2017 Approve by December 1, 2017 Approve by Department of Revenue January 15, 2018 | Organ and Tissue Donor Program, Team Missouri, Department of Revenue | <input type="checkbox"/> Completed <input type="checkbox"/> Behind Schedule <input type="checkbox"/> On Target <input checked="" type="checkbox"/> Not started | Measures: Program developed, reviewed and approved by DHSS and Revenue |
| Approve Implementation plan by January 15, 2017: Develop by November 1, 2017 Approve by December 1, 2017 Approve by Department of Revenue January 15, 2018 | Organ and Tissue Donor Program, Team Missouri, Department of Revenue | <input type="checkbox"/> Completed <input type="checkbox"/> Behind Schedule <input type="checkbox"/> On Target <input checked="" type="checkbox"/> Not started | Measures: Implementation plan developed, reviewed and approved by DHSS and Revenue |

| Action Steps | Responsible & Potential Person(s)/ Program(s)/ Stakeholders | Success/Potential Success Indicator(s) | |
|--|--|---|---|
| | | Status | Measure(s)/Notes |
| Implement training program by June 30, 2018 | Team Missouri, OPOs, Department of Revenue, GODAC Organ and Tissue Donor Program | <input type="checkbox"/> Completed <input type="checkbox"/> Behind Schedule <input type="checkbox"/> On Target <input checked="" type="checkbox"/> Not started | Measures: Number of license offices implementing training program for staff State Auditor local license office audit reports indicate compliance with Donor Registry Question mandates |
| Monitor Donor Registry data | Organ and Tissue Donor Program, OPOs, Tissue Banks | <input type="checkbox"/> Completed <input type="checkbox"/> Behind Schedule <input checked="" type="checkbox"/> On Target <input type="checkbox"/> Not started | Measure: Number of registry enrollments among individuals 18 years of age and older |
| Potential: Offer local license office personnel training | GODAC members, OPOs, Tissue Banks, Non-profit and civic organizations, City Administrators, County Councils, Community Members | <input type="checkbox"/> Completed <input type="checkbox"/> Behind Schedule <input checked="" type="checkbox"/> On Target <input type="checkbox"/> Not started | Measure: Number of completion certificates issued to local license office personnel |
| Provide personal organ, tissue and/or eye donor story to local license office personnel and thank them for their work prior to or immediately after a training session | GODAC members, OPOs, Tissue Banks, Non-profit and civic organizations, City Administrators, County Councils, Community Members | <input type="checkbox"/> Completed <input type="checkbox"/> Behind Schedule <input checked="" type="checkbox"/> On Target <input type="checkbox"/> Not started | Measure: Number of visits made to local license offices |
| [ADD ADDITIONAL ROWS AND SUBHEADS AS NECESSARY] | | <input type="checkbox"/> Completed <input type="checkbox"/> Behind Schedule <input type="checkbox"/> On Target <input type="checkbox"/> Not started | |

Priority Area

Education – High School Education

Goal: Educate and build awareness about organ, eye, and tissue donation so people can make an informed decision.

Objective(s):

1. By June 2016, increase the number of high schools implementing the Gift of Life program from 80 as of June 30, 2013 to 90. *(As of November 2015, 90 high schools have implemented the program.)*
2. By June 2018, offer a minimum of two organ and tissue donation learning module options for public schools.

Record major action steps below. *Color text highlights areas that organizations and individuals may want to adopt to help impact organ, eye and tissue donation and donor designations in Missouri.*

| Action Steps | Responsible & Potential Person(s)/ Program(s)/ Stakeholders | Success/Potential Success Indicator(s) | |
|---|---|---|---|
| | | Status | Measure(s)/Notes |
| Monitor Donor Registry data | Organ and Tissue Donor Program | <input type="checkbox"/> Completed <input type="checkbox"/> Behind Schedule <input checked="" type="checkbox"/> On Target <input type="checkbox"/> Not started | Measure: Number of registry enrollments among 15-18 year olds |
| Establish a work team of partners by January 1, 2015 to evaluate existing organ, eye and tissue donation school program for use by high schools throughout Missouri | Organ and Tissue Donor Program, Team Missouri, Missouri School Boards Association, Department of Elementary and Secondary Education (Work Team) | <input type="checkbox"/> Completed <input type="checkbox"/> Behind Schedule <input checked="" type="checkbox"/> On Target <input type="checkbox"/> Not started | Measures: Work team established and leader identified |
| Potential: Evaluate existing high school organ, eye and tissue donation program through December 2015 | Potential: Work Team | <input type="checkbox"/> Completed <input type="checkbox"/> Behind Schedule <input type="checkbox"/> On Target <input checked="" type="checkbox"/> Not started | Measures: Programs evaluated, Recommendations written |
| Potential: Submit recommended high school organ, eye and tissue donation programs to the Departments of Elementary and Secondary Education and Health and Senior Services by February 1, 2016 | Potential: Work Team | <input type="checkbox"/> Completed <input type="checkbox"/> Behind Schedule <input type="checkbox"/> On Target <input checked="" type="checkbox"/> Not started | Measure: Recommendations approved by Departments |
| Potential: Submit recommended high school organ, eye and tissue donation program information | Potential: | <input type="checkbox"/> Completed <input type="checkbox"/> Behind Schedule | Measures: Plan written, and Plan approved by De- |

| Action Steps | Responsible & Potential Person(s)/ Program(s)/ Stakeholders | Success/Potential Success Indicator(s) | |
|--|--|---|---|
| | | Status | Measure(s)/Notes |
| dissemination plan to the Departments of Elementary and Secondary Education and the Department of Health and Senior Services by February 1, 2016 | Work Team | <input type="checkbox"/> On Target <input checked="" type="checkbox"/> Not started | partments |
| Potential: Disseminate high school organ, eye and tissue donation educational program opportunities to public schools throughout Missouri | Potential: Organ and Tissue Donor Program, Missouri School Boards Association, Department of Elementary and Secondary Education, GODAC, OPOs, GOL | <input type="checkbox"/> Completed <input type="checkbox"/> Behind Schedule <input type="checkbox"/> On Target <input checked="" type="checkbox"/> Not started | Measures: Recommended program information posted on DHSS site, Number of presentation opportunities secured, Number of teachers informed about available programs, Number of schools adopting one or more recommended programs, Number of schools participating in educating students about organ, eye and tissue donation, and Number of donor designation among 15-18 year olds |
| Potential: Publicize Gift of Life's Life Saver™ program | Organ and Tissue Donor Program, GODAC members, OPOs, Tissue Banks, Local School Board Association, Missouri School Board Association, Department of Elementary and Secondary Education, Non-profit and civic organizations, City Administrators, County Councils, Community Mem- | <input type="checkbox"/> Completed <input type="checkbox"/> Behind Schedule <input type="checkbox"/> On Target <input checked="" type="checkbox"/> Not started | Measures: Life Saver™ program information on DHSS website, Number of schools contacting Gift of Life about implementing program within their high school |

| Action Steps | Responsible & Potential Person(s)/ Program(s)/ Stakeholders | Success/Potential Success Indicator(s) | |
|--|--|--|--|
| | | Status | Measure(s)/Notes |
| | bers | | |
| <p>Potential:</p> <p>Expand Gift of Life's Life Saver™ program in high schools beyond four Missouri counties of Cass, Johnson, Platte and Pettis to at least six counties by June 30, 2017</p> | <p>Gift of Life, Team Missouri, GODAC members, OPOs, Tissue Banks, Non-profit and civic organizations, Missouri School Boards Associations, Department of Elementary and Secondary Education</p> | <p> <input type="checkbox"/> Completed <input type="checkbox"/> Behind Schedule <input type="checkbox"/> On Target <input checked="" type="checkbox"/> Not started </p> | <p>Measures: Expansion method determined Materials modified (if necessary), Training developed, Number of high schools implementing the program by school calendar year and, Number of high school students returning document that they spoke with their parent(s) about donation</p> <p><i>Note: Gift of Life has agreed to be the lead organization for this effort</i></p> |

Priority Area

Education – Adults 50 years of age and older

Goal: Educate and build awareness about organ, eye, and tissue donation so people can make an informed decision.

Objective(s): 1. By June 2018, adopt, adapt or develop and distribute materials dedicated to myths about age, cancer and medical care among the state's adult population 50 years of age and older.

Record major action steps below. *Color text highlights areas that organizations and individuals may want to adopt to help impact organ, eye and tissue donation and donor designations in Missouri.*

| Action Steps | Responsible & Potential Person(s)/ Program(s)/ Stakeholders | Success/Potential Success Indicator(s) | |
|---|---|---|--|
| | | Status | Measure(s)/Notes |
| Establish a work team of partners by January 1, 2016 to evaluate existing educational materials for adults 50 years of age and older | Team Missouri Potential: Organ and Tissue Donor Program, University of Missouri St. Louis University Brown School of Public Health Washington University, etc. | <input type="checkbox"/> Completed <input type="checkbox"/> Behind Schedule <input checked="" type="checkbox"/> On Target <input type="checkbox"/> Not started | Measures: Work team established and leader identified <i>FY16: Team Missouri has chosen this as a priority area for social media.</i> |
| Evaluate existing materials for adults 50 years of age and older to determine effectiveness and make recommendation of material to use by June 30, 2017 | Work Team Potential University of Missouri St. Louis University Brown School of Public Health Washington University, etc. | <input type="checkbox"/> Completed <input type="checkbox"/> Behind Schedule <input type="checkbox"/> On Target <input checked="" type="checkbox"/> Not started | Measure: Material evaluation completed |
| Develop dissemination plan for materials identified as effective for adults 50 years of age and older | Work Team | <input type="checkbox"/> Completed <input type="checkbox"/> Behind Schedule <input type="checkbox"/> On Target <input checked="" type="checkbox"/> Not started | Measure: Dissemination plan completed <i>FY16: Team Missouri has chosen this as a priority target population for social</i> |

Saving and Enhancing Lives through Organ, Eye and Tissue Donation

| Action Steps | Responsible & Potential Person(s)/ Program(s)/ Stakeholders | Success/Potential Success Indicator(s) | |
|---|---|---|---|
| | | Status | Measure(s)/Notes |
| | | | <i>media.</i> |
| Disseminate materials to adults 50 years of age and older | Organ and Tissue Donor Program Potential: Work Team Organizations, Organizations serving adults 50 years and older, news media, hospitals, lawyers, etc. | <input type="checkbox"/> Completed <input type="checkbox"/> Behind Schedule <input checked="" type="checkbox"/> On Target <input type="checkbox"/> Not started | Measures: Recommended myth busting material posted on DHSS site and available for distribution Number of materials mailed Number of donor designation among 45-54, 55-64, and 65+ year olds <i>Note: Outcome during FY15 posted in the report on the publication page of www.health.mo.gov/organdonor</i> <i>Team Missouri Measures: Refer to communication plan (contact team lead)s</i> |

Priority Area

Education – Social Media

Goal: Educate and build awareness about organ, eye, and tissue donation so people can make an informed decision.

Objective(s): 1. By June 2018, distribute organ and tissue donation information through Twitter, Facebook, YouTube and the Internet.

Record major action steps below. *Color text highlights areas that organizations and individuals may want to adopt to help impact organ, eye and tissue donation and donor designations in Missouri.*

| Action Steps | Responsible & Potential Person(s)/ Program(s)/ Stakeholders | Success/Potential Success Indicator(s) | |
|--|--|---|--|
| | | Status | Measure(s)/Notes |
| Add content at least quarterly to social media venues, e.g., Twitter, Facebook, YouTube and Internet | Team Missouri Potential: Organ and Tissue Donor Program, OPOs, Tissue Banks, Gift of Life, Missouri Kidney Program, Transplant Hospitals, Donor Families, Recipient Families, Community members, Civic and non-profit organizations | <input type="checkbox"/> Completed <input type="checkbox"/> Behind Schedule <input checked="" type="checkbox"/> On Target <input type="checkbox"/> Not started | Measures: Number of followers Measure is reported at GODAC meetings via the Dashboard Report <i>Note: Beginning FY16, Team Missouri will focus on messages for the Donate Life Missouri Facebook page</i> |
| Potential: Develop or adopt messages for groups to use about organ, eye and tissue donation. | Potential: OPOs, Tissue Banks, Gift of Life, Missouri Kidney Program, Transplant Hospitals, Donor and Recipient Families, public, Civic and non-profit organizations, Organ and Tissue Donor Program | <input type="checkbox"/> Completed <input type="checkbox"/> Behind Schedule <input type="checkbox"/> On Target <input checked="" type="checkbox"/> Not started | Potential Measures: Number of messages developed, used by partnering agencies, message posts and re-tweets |

Priority Area Education – Faith-based Opportunities

Goal: Educate and build awareness about organ, eye, and tissue donation so people can make an informed decision.

Objective(s): 1. By June 2018, engage at least one religious leadership organization in organ, eye and tissue donation and Registry education efforts.

Record major action steps below. *Color text highlights areas that organizations and individuals may want to adopt to help impact organ, eye and tissue donation and donor designations in Missouri.*

| Action Steps | Responsible & Potential Person(s)/ Program(s)/ Stakeholders | Success/Potential Success Indicator(s) | |
|--|--|---|--|
| | | Status | Measure(s)/Notes |
| Identify work group and work group leader for faith-based education efforts by June 2015 | GODAC Potential: OPOs, Saving Sight, Organ and Tissue Donor Program, Missouri Kidney Program, etc. | <input type="checkbox"/> Completed <input checked="" type="checkbox"/> Behind Schedule <input type="checkbox"/> On Target <input type="checkbox"/> Not started | Measures: Work group and group leadership identified and secured Team lead, Joan Keiser, identified in January 2016 |
| Identify opportunities to reach sizeable church leadership audiences by June 2016 <ul style="list-style-type: none"> Donor Sabbath events sponsored by OPOs - distribute brochures/information Identify and recruit a representative from each of the potential stakeholder groups to form the workgroup | Work Group | <input type="checkbox"/> Completed <input checked="" type="checkbox"/> Behind Schedule <input type="checkbox"/> On Target <input type="checkbox"/> Not started | Measures: Opportunities identified and documented |
| Build relationship with identified church leadership groups and discuss organ, eye, and tissue donation education and registry opportunities through June 2018. <ul style="list-style-type: none"> Identify at least three (3) large churches in the Springfield, Mo., area and discuss educational opportunities. Meet with Ministerial Alliances throughout the state at their monthly or quarterly meetings | Work Group | <input type="checkbox"/> Completed <input type="checkbox"/> Behind Schedule <input type="checkbox"/> On Target <input checked="" type="checkbox"/> Not started | Measures: Number of alliances contacted Number of meetings/contacts Number of educational efforts initiated Number of speaking engagements booked |
| Potential: Develop and post in a central location, a community relations person list from partnering organizations by June 2016 | Potential: OPOs, Organ and Tissue Donor Program, Missouri Kidney Program, Work | <input type="checkbox"/> Completed <input type="checkbox"/> Behind Schedule <input type="checkbox"/> On Target <input checked="" type="checkbox"/> Not started | Measures: Community relations list developed, published, and partners notified of availability (web |

Saving and Enhancing Lives through Organ, Eye and Tissue Donation

| Action Steps | Responsible & Potential Person(s)/ Program(s)/ Stakeholders | Success/Potential Success Indicator(s) | |
|---|---|---|--|
| | | Status | Measure(s)/Notes |
| | Group, etc. | | link) |
| Maintain and update a contact list for media relations personnel from partnering organizations by June 2016 (ongoing) | Potential: Saving Sight, OPOs | <input type="checkbox"/> Completed <input type="checkbox"/> Behind Schedule <input type="checkbox"/> On Target <input checked="" type="checkbox"/> Not started | Measure: Media relations personnel contact list updated and distributed annually to all partners |

Priority Area

Education – Living and Other Donation Types

Goal: Educate and build awareness about organ, eye, and tissue donation so people can make an informed decision.

Objective(s): 1. By June 2018, inform public about living and other donation types.

Record major action steps below. *Color text highlights areas that organizations and individuals may want to adopt to help impact organ, eye and tissue donation and donor designations in Missouri.*

| Action Steps | Responsible & Potential Person(s)/ Program(s)/ Stakeholders | Success/Potential Success Indicator(s) | |
|---|--|---|--|
| | | Status | Measure(s)/Notes |
| Include at least one living donation article in the organ and tissue donation annual report | GODAC Potential: OPOs, Organ and Tissue Donor Program, Missouri Kidney Program, etc. | <input type="checkbox"/> Completed <input type="checkbox"/> Behind Schedule <input checked="" type="checkbox"/> On Target <input type="checkbox"/> Not started | Measure: Living donor article published annually by January 15 <i>Note: Annual reports available at www.health.mo.gov/organ-donor on the publications page</i> |
| Expand living donation information on website and assure information is current and accurate through June 2018 | Organ and Tissue Donor Program Potential: OPOs, Missouri Kidney Program, Gift of Life, Transplant Centers, etc. | <input type="checkbox"/> Completed <input type="checkbox"/> Behind Schedule <input checked="" type="checkbox"/> On Target <input type="checkbox"/> Not started | Measures: Annual review, research complete, information approved, and number of links or information added |
| Expand bone marrow and other donation information on website and assure information is current and accurate through June 2018 | Organ and Tissue Donor Program Potential: OPOs, Missouri Kidney Program, Gift of Life, Transplant Centers, etc. | <input type="checkbox"/> Completed <input type="checkbox"/> Behind Schedule <input type="checkbox"/> On Target <input checked="" type="checkbox"/> Not started | Measures: Annual review, research complete, information approved, and number of links or information added |

Priority Area

Finance – Sustainability

Goal: Sustainable funding supports Donor Registry System operation and educational programs.

Objective(s):

1. By close of 2017 legislative session, reauthorize the Missouri Income Tax check off
2. By June 2018, ensure a continual fund balance of three years of operating expenses
3. By June 2018, establish an online contribution mechanism for the Organ Donor Program Fund

Record major action steps below. *Color text highlights areas that organizations and individuals may want to adopt to help impact organ, eye and tissue donation and donor designations in Missouri.*

| Action Steps | Responsible & Potential Person(s)/ Program(s)/ Stakeholders | Success/Potential Success Indicator(s) | |
|--|---|---|--|
| | | Status | Measure(s)/Notes |
| Monitor income and expenditures to assure current plus three year program operating expenses | Organ and Tissue Donor Program, GODAC, Department of Health and Senior Services | <input type="checkbox"/> Completed <input type="checkbox"/> Behind Schedule <input checked="" type="checkbox"/> On Target <input type="checkbox"/> Not started | Measures: Annual assessment of projected income and expenses Completed for FY14, FY15 and FY16 Annual budget adjustments made as needed and reported. Completed for FY14 and FY15; Quarterly reports: Completed for FY14 and FY15 Annual Ending Balance: FY14: \$590,011 FY15: \$674,363 |
| Adjust annual budget expenditures to assure current plus three year program operating expenses | Organ and Tissue Donor Program, Department of Health and Senior Services, GODAC | <input type="checkbox"/> Completed <input type="checkbox"/> Behind Schedule <input checked="" type="checkbox"/> On Target <input type="checkbox"/> Not started | Quarterly reports |
| Potential: Establish work group and leadership for online contribution mechanism for the Organ Donor Program Fund to determine scope, functionality and to make recommendations to | Potential: GODAC, Team Missouri, Or- | <input type="checkbox"/> Completed <input type="checkbox"/> Behind Schedule <input type="checkbox"/> On Target <input checked="" type="checkbox"/> Not started | Measures: Work group established and leadership identified |

Saving and Enhancing Lives through Organ, Eye and Tissue Donation

| Action Steps | Responsible & Potential Person(s)/ Program(s)/ Stakeholders | Success/Potential Success Indicator(s) | |
|--|---|---|---|
| | | Status | Measure(s)/Notes |
| the State of Missouri | gan and Tissue Donor Program, Department of Health and Senior Services, Information Technology, Department of Revenue, GODAC, Team Missouri | | Recommendations submitted to the DHSS <i>Notes: Research for resources including Kentucky that has an online payment account (example). Determine if contributions are tax deductible and include a receipt feature.</i> |
| Potential: Establish an online contribution mechanism for the Organ Donor Program Fund | Potential: Work group, Organ and Tissue Donor Program, Information Technology, Software Contractor | <input type="checkbox"/> Completed <input type="checkbox"/> Behind Schedule <input type="checkbox"/> On Target <input checked="" type="checkbox"/> Not started | Measures: Online mechanism established and functional, Monitor revenue through this mechanism, and quarterly report to GODAC |
| Remove sunset clause on Missouri income tax check off by close of 2017 legislative session | OPOs, individuals, GODAC, Department of Health and Senior Services | <input type="checkbox"/> Completed <input type="checkbox"/> Behind Schedule <input checked="" type="checkbox"/> On Target <input type="checkbox"/> Not started | Measure: Sunset clause removed Legislative Session 2016: SB 738 & HB 1673 filed to repeal sunset clause. |

Priority Area

Finance – Stewardship

Goal: Transparent stewardship of the Organ Donor Program Fund

Objective(s): 1. By June 2018, provide budget reports to advisory committee, partners, and the public.

Record major action steps below. *Color text highlights areas that organizations and individuals may want to adopt to help impact organ, eye and tissue donation and donor designations in Missouri.*

| Action Steps | Responsible & Potential Person(s)/ Program(s)/ Stakeholders | Success/Potential Success Indicator(s) | |
|--|---|---|--|
| | | Status | Measure(s)/Notes |
| Provide budget report that reflects current expenses, forecasts, and variances at advisory committee meetings for members, partners, and public in attendance. (ongoing) | Organ and Tissue Donor Program | <input type="checkbox"/> Completed <input type="checkbox"/> Behind Schedule <input checked="" type="checkbox"/> On Target <input type="checkbox"/> Not started | Measure: Budget report shared at advisory committee meetings Completed in 2014 and 2015. |
| Publish a fiscal year end budgetary report in the annual report for members, partners, and the public. (ongoing) | Organ and Tissue Donor Program | <input type="checkbox"/> Completed <input type="checkbox"/> Behind Schedule <input checked="" type="checkbox"/> On Target <input type="checkbox"/> Not started | Measures: Budget summary included in annual report Annual report published on the web, and Annual report distributed to members and key partners Completed in 2014 and 2015. |
| Establish a work group or leadership team to discuss alternative donation options specifically to fund advancing registry system technology | GODAC, Team Missouri, Partnering organizations | <input type="checkbox"/> Completed <input type="checkbox"/> Behind Schedule <input type="checkbox"/> On Target <input checked="" type="checkbox"/> Not started | Measures: Team established, options delineated |

Priority Area

Registry – Functionality

Goal: A confidential and technologically current Donor Registry System

Objective(s):

1. By December 2017, Donor Registry System will be mobile friendly
2. By June 2018, streamline the registration process of the Donor Registry System

Record major action steps below. *Color text highlights areas that organizations and individuals may want to adopt to help impact organ, eye and tissue donation and donor designations in Missouri.*

| Action Steps | Responsible & Potential Person(s)/ Program(s)/ Stakeholders | Success/Potential Success Indicator(s) | |
|--|--|---|---|
| | | Status | Measure(s)/Notes |
| Establish IT work group and group leadership | Organ and Tissue Donor Program Potential: GODAC, OPOs, Gift of Life, etc. | <input type="checkbox"/> Completed <input type="checkbox"/> Behind Schedule <input type="checkbox"/> On Target <input checked="" type="checkbox"/> Not started | Measures: Work group established and group leadership identified <i>Note: DHSS' legal counsel will need to be a part of the work group</i> |
| Research best practices for online registration that meets Missouri statutory requirements and submit recommendations by June 2016 | IT Work Group | <input type="checkbox"/> Completed <input type="checkbox"/> Behind Schedule <input type="checkbox"/> On Target <input checked="" type="checkbox"/> Not started | Measure: Recommendations submitted to the DHSS |
| IT work group submits recommendations by June 2016 on how to modify the Donor Registry System portal | IT Work Group | <input type="checkbox"/> Completed <input type="checkbox"/> Behind Schedule <input type="checkbox"/> On Target <input checked="" type="checkbox"/> Not started | Measure: Recommendations submitted to the DHSS |
| Incorporate accepted recommendation into the Donor Registry System by June 2018 | Organ and Tissue Donor Program, Information Technology, Software Contractor | <input type="checkbox"/> Completed <input type="checkbox"/> Behind Schedule <input type="checkbox"/> On Target <input checked="" type="checkbox"/> Not started | Measures: Streamlined Online Registration Process Deployed, and Mobile friendly Donor Registry System Deployed |

Priority Area Stakeholders – Communication

Goal: Engaged stakeholders making recommendations for Donor Registry System operations and education initiatives through open and transparent communication

- Objective(s):**
1. By June 20, 2015, document roles of primary stakeholders.
 2. By June 30, 2015, document communication process between the advisory committee and the Department.
 3. By June 30, 2015, publish the role of the Donate Life Missouri team.
 4. By June 2018, engage stakeholders on Donor Registry System operations and education efforts.

Record major action steps below. *Color text highlights areas that organizations and individuals may want to adopt to help impact organ, eye and tissue donation and donor designations in Missouri.*

| Action Steps | Responsible & Potential Person(s)/ Program(s)/ Stakeholders | Success/Potential Success Indicator(s) | |
|--|---|---|---|
| | | Status | Measure(s)/Notes |
| Research and document role of primary stakeholders (ongoing) | Organ and Tissue Donor Program <i>Potential: GODAC, OPOs, Gift of Life, etc.</i> | <input type="checkbox"/> Completed <input type="checkbox"/> Behind Schedule <input checked="" type="checkbox"/> On Target <input type="checkbox"/> Not started | Measures: Research completed, Roles documented for GODAC, OPOs, GOL, and Team Missouri, and Roles published on web |
| Document process utilized by the advisory committee when communicating with the Department of Health and Senior Services (ongoing) | Organ and Tissue Donor program, and GODAC | <input type="checkbox"/> Completed <input type="checkbox"/> Behind Schedule <input checked="" type="checkbox"/> On Target <input type="checkbox"/> Not started | Measures: Communication process documented, and Communication process included in advisory committee handbook Completed in FY14. Committee utilizes the SBAR (Situation, Background, Assessment and Recommendation/Request format) to communicate with the |

| Action Steps | Responsible & Potential Person(s)/ Program(s)/ Stakeholders | Success/Potential Success Indicator(s) | |
|--|---|---|--|
| | | Status | Measure(s)/Notes |
| | | | Department of Health and Senior Services. Recommendations and requests submitted through this process in FY15 and continues in FY16 |
| Solicit input from stakeholders when modifying the Donor Registry System or the Organ and Tissue Donor Program | | <input type="checkbox"/> Completed <input type="checkbox"/> Behind Schedule <input checked="" type="checkbox"/> On Target <input type="checkbox"/> Not started | Measures: Number of recommendations incorporated into the Donor Registry System, and Number of recommendations incorporated into educational efforts |
| Review web information at least annually and update the site as needed according to review findings | Partnering Organizations Organ and Tissue Donor Program Office of Administration Information Technology Services Division (ITSD) | <input type="checkbox"/> Completed <input checked="" type="checkbox"/> Behind Schedule <input type="checkbox"/> On Target <input type="checkbox"/> Not started | Measures: Monthly web update reports and CSR documentation for registry modifications FY15 and FY16: Multiple changes submitted for registry modifications that are currently pending ITSD action. |

Plan Update

Strategic Plan – Review

The Governor's Organ Donation Advisory Committee formed a sub-committee of members and partners to review the original plan. The review included reviewing each goal, objectives and action steps listed to determine if they were still relevant, needed amending or if they should be removed for the statewide plan. Once the initial review was completed, the lead subcommittee member presented the changes to the full advisory committee for review and comment. The revised plan was then submitted to, and reviewed and approved by the Department of Health and Senior Services. It is the intention of the GODAC to review the plan again during FY17.

Plan Development

Strategic Plan – Development

The Governor's Organ Donation Advisory Committee conducted an analysis using a process to identify strengths, weaknesses, threats and opportunities (SWOT). Active partners participating in the process included the Missouri Kidney Program, Gift of Life of Kansas City, Saving Sight (formally Heartland Lions Eye Banks) and members of DHSS' Bureau of Cancer and Chronic Disease Control staff. The GODAC contracted with the Harry S. Truman School of Public Affairs to conduct the assessment to help the Committee gain insight into ways to improve organ donation awareness and their role as an advisory body.

The Harry S. Truman School of Public Affairs Capstone Team used semi-structured interviews, literature review and program content reviews from many states. The Team's findings and analysis resulted in recommendations in four key areas: organizational development, public awareness, advocacy and organizational legitimacy and progress. The Capstone Team determined that by improving organizational performance and advocacy practices, the committee and its partners could more effectively address the disparity between need and availability of organs for transplant, expand education efforts and increase donor designations. While developing the strategic framework, the following Capstone Team recommendations were considered.

1. The advisory committee needs to stand out as its own solidified group, apart from the aspects of the cause and be proactive rather than reactive, serve as advisors to the DHSS and other interested parties
2. Narrow the SWOT analysis and gauge results after action at a later date.
3. Share analysis frequently with committee members.
4. Improve relations between all interested parties.
5. Improve relations with Donate Life America and its marketing programs.
6. Increase targeted campaigns at specific populations, e.g., campus outreach, African-American outreach and older American outreach.
7. Utilize social media and story-building to its full potential.

Using the results of the SWOT analysis and the Capstone Project Report, a subcommittee of partners developed a strategic framework outlining major strategy areas, overarching goals and objectives for five priority areas; education, data, finance, registry and stakeholders. GODAC adopted the strategic framework in fiscal year 2013 and is the foundation of this comprehensive five-year strategic plan.

Strategic Plan – Planning Tools

There are several tools available for developing action plans. One such tool is [Donate Life America's Program Pre-Planning Tool](http://www.health.mo.gov/living/organdonor/publications.php) (<http://www.health.mo.gov/living/organdonor/publications.php>). (Figures 1 and 2)


Another tool is [CDC's Framework for Program Evaluation in Public Health](http://www.cdc.gov/eval/framework/index.htm) (<http://www.cdc.gov/eval/framework/index.htm>). The framework is a set of steps for practical evaluation by programs and partners. While the focus is public health program evaluation, the approach is generalizable to any community planning and evaluation effort. From the CDC site, you can also access other evaluation resources, such as the Community Toolbox. Additional tools are available electronically at (<http://www.cdc.gov/eval/index.htm>).

The [Community Tool Box](http://ctb.ku.edu/en/table-of-contents/analyze/where-to-start/participatory-approaches/main) site (<http://ctb.ku.edu/en/table-of-contents/analyze/where-to-start/participatory-approaches/main>) has numerous tools to walk individuals and organizations through designing community activities including how to approach participatory planning of community activities, identify targets and agents of change and use sectors of the community to reach targets.

The Missouri Organ and Tissue Donor Program Strategy/Program Action Plan template (www.health.mo.gov/organdonor) also serves as a reporting mechanism that can be shared with other organizations. The template allows the reader to identify the status of the priority area quickly.

The [Collaboration Multiplier](http://www.preventioninstitute.org/component/jlibrary/article/id-44/127.html), a newer tool (<http://www.preventioninstitute.org/component/jlibrary/article/id-44/127.html>) released by the [Prevention Institute](http://www.preventioninstitute.org), is an interactive framework tool that can analyze collaborative efforts. It guides organizations in determining partners needed and how to engage them. Alternatively, the tool can help identify activities to achieve a common goal, identify missing sectors that can contribute to a solution, delineate partner perspectives and contributions and acquire expertise and resources for those organizations already working together. The [Collaboration Multiplier](http://www.preventioninstitute.org/component/jlibrary/article/id-44/127.html) tool, while designed to complement and inform the [Prevention Institute](http://www.preventioninstitute.org)'s multi-level strategic action as a best practice for primary prevention, the tool provides a means to evaluate each partner's skill set, effectively target individual and joint efforts, share each other's skill sets and amplify accomplishments.

Donate Life America – [Program Pre-Planning Tool](#)



Program Pre-Planning Tool

Donate Life America Advisory Council (DLAAC) created this tool to assist state teams, OPOs, Tissue and Eye Banks in discerning which programs and activities to implement. This tool is intended to evaluate only those opportunities designed to increase donor designation.

In 2011 Donate Life America conducted a research study called Donor Designation Success Study (D2S2). This study identified programs which had proven success in increasing donor designation. From these programs it was determined that seven different success factors would contribute to increases in donor designation while the presence of one or more red flags would lessen the likelihood for success.

Program Background

Program Overview:

Goal(s):

Audience:

Budget:

Strategies:
 (Include Justification)

Staff Time:

of Volunteers and hours:

Other Resources Needed:

Measurement and Evaluation:

Scoring

Score of 9-14 - program has a high likelihood of success
Score of 3-8 - program may be successful and could be modified for increased success
Score of <3 - likelihood of increasing donor designation is low and program should be reconsidered

Success Traits (score 0-2)
 0 = not present
 1 = some component present
 2 = Present

| | |
|---------------------------------|-----|
| Networks of Trust | [] |
| Affinity Groups | [] |
| Relevant Messages | [] |
| Real Stories | [] |
| Integrated Efforts | [] |
| Tap Emotion/Investment/Energy | [] |
| Success Traits Subtotal: | [] |

Red Flag Traits (score 0-4)
 0 = no
 2 = partially
 4 = yes

| | |
|--|-----|
| Context not conducive to donation discussions | [] |
| Preaching to the choir | [] |
| Affinity groups without an affinity for donation | [] |
| Low return on investment (ROI) | [] |
| Red Flag Traits Subtotal: | [] |

Total Score (subtotal Success - subtotal Red Flags): []

Description of Success Traits

Networks of trust
Advocates who are passionate about organ and tissue donation have existing trust with a broader audience, and become effective messengers. Leveraging these individuals can be more effective than communicating directly with the audience.

Affinity group
Affinity groups can improve the impact of donor designation efforts by tapping into the common cause/theme/connection of the group.

Relevant messages
Ensuring the target group is receiving relevant messages strengthens their connection to donation. For example, outreach programs can have age-specific messages.

Research drives insights
Conducting research, whether a study of a demographic segment's views on donation or surveying customers at a Driver's License station, can lead to valuable new insights on opportunities to increase donor designation or ongoing evaluation of what is working.

Real stories
Featuring the stories of those most impacted by donation- such as recipients or donor families - adds an emotional component that helps many people move beyond fears or apathy to become designated donors. In some cases, featuring the disheartening side of donation - such as profiling those waiting for a transplant, or even those who died waiting - can send an even more powerful message.

Integrated efforts
In these days of social media and digital communications, using variable channels to deliver messages and connect with audiences will likely increase the effectiveness of donor designation efforts.

Tap emotion/investment/energy
Working with an affinity group that brings passion and energy can have a strong impact. That energy could be driven from different vantages, such as college students who tend to be more socially and politically active.

Description of Red Flag Traits

Context not conducive to donation discussions
The context and message of the outreach program are not the most appropriate for discussing donation, despite potential to yield large audiences. (i.e. setting up a booth at a large community holiday event may have high traffic volume, but the festive nature of the situation precludes many from wanting to learn more about the serious issue of donation.)

Preaching to the choir
Program designed to increase donor designations or yield cultural change focuses directly on those already engaged in the cause. (i.e. A candlelight vigil meant to spread broader awareness for Donate Life Month draws mainly donor families and recipients)

Affinity groups without an affinity for donation
Program targets a group that has an affinity among its members, but the group does not feel an affinity toward donation. Donation message not made relevant to the group. (i.e. "Barbershop conversations" with an audience whose interest in other social and economic concerns eclipsed their attention to donation)

Low Return on Investment
Efforts are costly from a monetary, staff, and/or time perspective and do not result in material, demonstrable increases in designation or cultural change. Resources may be better used in other ways to better effect.

Figure 1

Figure 2



Strategy/Program Action Plan

Reporting Period: _____

Goal: *[Insert goal from strategic plan.]*

Objective: *[Insert objective from strategic plan.]*

Strategy/Program Name: *[Insert strategy or program name.]*

Target Audience/Population: *[Insert target audience or population.]*

Strategy/Program Leader and Contact Information *[Insert strategy or program leader name and contact information.]*

Shared With: ☐ Organization Leadership ☐ DHSS ☐ Team Missouri ☐ Agency Governing Board ☐ GODAC

| Status: | Status Summary: |
|------------------------|---|
| Budget ----- | Provide summary here and fill each box (cell) next to the status items with either: green (complete), yellow (on target), orange (behind schedule) or red (not started or stopped). |
| Schedule ----- | |
| Resources ----- | |
| Issue Resolution ----- | |

| Issues: |
|--|
| Provide issues summary here. |
| Resolutions/Solutions: |
| Provide resolution/solutions summary here. |

Record each action step for the strategy/program in a separate row.

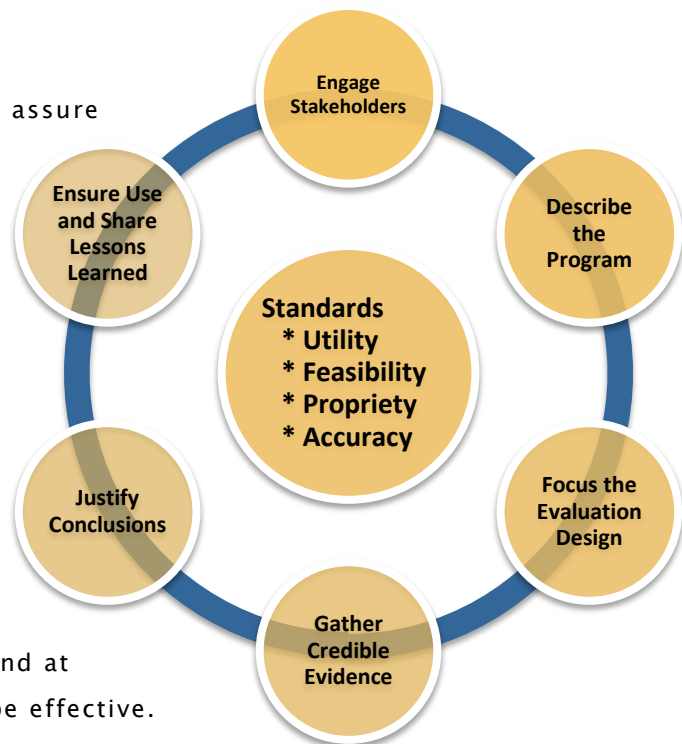
| # | Start Date | Actions | Target Date for Completion | Responsible Person(s) | Status | Success Indicator(s) (Quantifiable and data source.) |
|--|------------|---------|----------------------------|-----------------------|--|---|
| <i>[If preferred, insert a subhead to group actions addressed and/or any new developments]</i> | | | | | | |
| 1. | | | | | <input type="checkbox"/> Completed <input type="checkbox"/> On Target <input type="checkbox"/> Behind Schedule <input type="checkbox"/> Not started | |

Saving and Enhancing Lives through Organ, Eye and Tissue Donation

| # | Start Date | Actions | Target Date for Completion | Responsible Person(s) | Status | Success Indicator(s) (Quantifiable and data source.) |
|--|------------|---|----------------------------|-----------------------|--|---|
| 2. | | | | | <input type="checkbox"/> Completed <input type="checkbox"/> On Target <input type="checkbox"/> Behind Schedule <input type="checkbox"/> Not started | |
| 3. | | [ADD ADDITIONAL ROWS AND SUBHEADS AS NECESSARY] | | | <input type="checkbox"/> Completed <input type="checkbox"/> On Target <input type="checkbox"/> Behind Schedule <input type="checkbox"/> Not started | |
| <i>[If preferred, Insert a subhead to group actions addressed and/or any new developments]</i> | | | | | | |
| 4. | | | | | <input type="checkbox"/> Completed <input type="checkbox"/> On Target <input type="checkbox"/> Behind Schedule <input type="checkbox"/> Not started | |
| 5. | | [ADD ADDITIONAL ROWS AND SUBHEADS AS NECESSARY] | | | <input type="checkbox"/> Completed <input type="checkbox"/> On Target <input type="checkbox"/> Behind Schedule <input type="checkbox"/> Not started | |
| Comments: | | | | | | |
| Comments By: | | | | | | |

Evaluation

Program evaluation is essential in order to assure the best possible outcomes and best practices. Program evaluation is important in Missouri to ensure maintenance of effective programs and allocation of resources. By evaluating programs, resources can be directed to effective programs and ineffective programs discarded. Repeated replication of positive results indicate an effective program which provides the evidence needed to demonstrate, at a minimum, the program to be a best practice and at its best, evidence-based program-proven to be effective. Existing and future partners are more likely to invest in programs that are effective and easily replicated.



Evaluation findings are used to make decisions about program implementation and to improve program effectiveness.¹¹ The GODAC used the following evaluation questions as a guide in developing its dashboard:

- Implementation: Were activities implemented as originally intended?
- Effectiveness: Did the program achieve the goals and objectives it intended to accomplish?
- Efficiency: Were activities produced with appropriate use of resources, e.g., budget and staff time?
- Cost-Effectiveness: Does the value or benefit of achieving the program goals and objectives exceed the cost of producing them?
- Attribution: Can progress toward goals and objectives be shown to be related to the program, as opposed to other things that are going on at the same time?

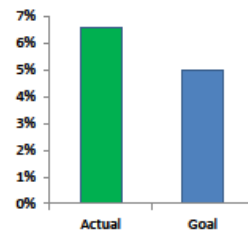
The above evaluation questions serve to document progress, demonstrate accountability or identify ways to make the program better.



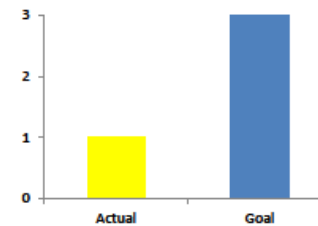
Organ Donation Advisory Committee Program Goals Dashboard

| |
|--------------|
| Goal Level |
| Goal Met |
| Goal At Risk |
| Goal Missed |

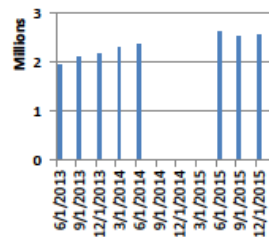
Contribution Rate
Oct – Dec 2015



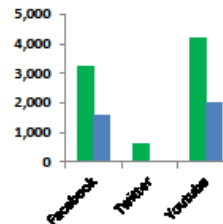
Events with Partners
FY 2016



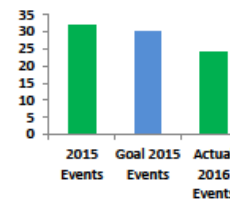
Consent Trend
As of Feb 14 2016



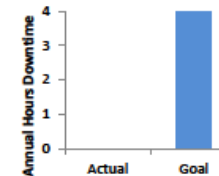
Social Media
As of Feb 14 2016



Enrollment Events
FY 2015 – FY 2016



Unscheduled 2016 Registry Downtime



Uniform Anatomical Gift Act

The [Revised Uniform Anatomical Gift Act](#) (194.210 to 194.294 RSMo) passed during the 2008 legislative session effective August 28, 2008 and means:

- Missouri's organ and tissue donor registry, called the Donor Registry System (DRS), is a first-person consent registry,
- First-person consent makes your decision final unless revoked in a manner provided by law,
- Family consent is no longer required, you are in charge of this decision,
- Taking your name off of the registry does not mean that you cannot make a gift at the time of your death,
- Suspension, expiration or loss of your driver/nondriver license does not invalidate your decision,
- You can amend or revoke your gift at any time,
- You have the right to bar others from making a gift on your behalf by executing a refusal as outlined by law,
- You are not required to have your name included in the registry and can take your name off at any time and that
- Registry information is shared with authorized procurement agencies to determine donor status at or near death.

Many groups collaborate to promote awareness and education about organ, eye and tissue donation and/or assist in recording individual donor designations within the DRS. These organizations include:

- Missouri Department of Revenue
- Missouri Department of Health and Senior Services
- Midwest Transplant Network
- Mid-American Transplant Services
- Saving Sight (Formally Heartland Lions Eye Banks)
- Gift of Life
- Missouri Kidney Program
- Missouri Hospital Association
- Missouri Association of Fire Protection Districts
- Missouri State Fire Chiefs Association
- Governor's Organ Donation Advisory Committee

Organ Donor Program Fund

The Organ Donor Program Fund ([194.297 RSMo](#)), a fund made of a combination of voluntary contributions, supports efforts of the Organ and Tissue Donor Program and the state's DRS. The fund is the only source of revenue for the maintenance and enhancement of the DRS and for educational efforts by the DHSS. No general revenue is allocated for the fund. Following are methods of donation:

- A dollar donation at the time of driver's license or identification card renewal,
- Specialty license plate,
- Cash donation with an annual vehicle renewal,
- Contributing a portion of the Missouri Individual State Income Tax reimbursement,
- Missouri State Employee's Charitable Campaign, or
- Direct donation to the Organ Donor Program Fund 0824.

Beginning August 28, 2012, an individual, or a corporation can donate to the fund at least \$2.00 on a Missouri individual income tax return or at least \$4.00 on a combined return of his or her tax refund amount to the fund. Details about the fund and the tax designation option are in Missouri statutes ([143.1016 RSMo](#)).¹² For information about how to make a donation visit www.missouriorgandonor.com and select the "Make a Contributions" tab.

A year-end financial report is in the [Annual Report](#) (<http://health.mo.gov/living/organdonor/publications.php>).

Governor's Organ Donation Advisory Committee (GODAC)

The GODAC, appointed by the Governor and confirmed by the Senate, is a 10-member committee that meets regularly and is authorized to:¹³

- Assist the DHSS and the Department of Elementary and Secondary education in the development of organ donor awareness programs to educate the general public on the importance of organ donations,
- Recommend priorities in the expenditures from the Organ Donor Program Fund and
- Submit a report of its activities and recommendations annually to the Director of DHSS, the general assembly and the governor.



Healthy
Missourians
for life.

Members serve for five-year terms and at the pleasure of the Governor.¹⁴ During the latter part of fiscal year 2011, the full committee held a brainstorming session and identified key strategy areas and potential goals, objectives and measures. A sub-committee of members and stakeholders met on a regular basis during fiscal year 2012 and 2013 to outline a broad vision, mission, goals, and objectives. Broad goals and objectives provide the Missouri Organ and Tissue Donor Program staff and collaborating organizations the ability to develop individualized organizational yearly action plans. The full committee reviewed the plan, voted and recommended the framework as a practical plan to the DHSS in February 2013. The Department accepted the framework after minor modifications in the fall of 2013. The framework was the foundation used to develop this formal document.

Missouri Department of Health and Senior Services' Organ and Tissue Donor Program



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Staff of the Organ and Tissue Donor Program:

- Administers and maintains the DRS,
- Provides DRS technical support for procurement and tissue organizations,
- Assists in the development and maintenance of partnerships,
- Develops and monitors contracts,
- Seeks and shares funding opportunities,
- Monitors income and expenses of the Organ Donor Trust Fund,
- Collects and shares data related to this strategic plan,
- Develops action plans and assists with strategic planning,
- Recognizes local driver license offices with the highest enrollment rates in collaboration with partners, and whenever possible
- Participates in education and awareness activities.

In addition, program staff provides direct support to the GODAC by handling all meeting logistics and serving as the formal secretary of the committee and publishing the annual report. Program staff works collaboratively with other organizations as noted in this plan.

Organ and Tissue Procurement Agencies

The organ procurement organizations (OPOs) and tissue recovery organization play a major role in increasing education and awareness throughout the state. Existing organizations have many volunteers and champions that are available to share their story making organ and tissue donation personal and relatable.

Midwest Transplant Network (MTN)

“Save lives by honoring the gift of donation with dignity and compassion” is MTN’s mission, a 40-year-old federally certified not-for-profit organ procurement organization (OPO). Their primary purpose is to facilitate and coordinate the organ, eye and tissue donation process for the western two-thirds of Missouri and the state of Kansas. The OPO works with donors, donor families and hospitals to extend legacies, provide hope and give life.

The successful development of organ and tissue transplantation is one of the most extraordinary triumphs of modern medicine, and MTN works to increase education and awareness to fulfill the serious need for organ and tissue donors and make it possible to deliver this miracle. MTN has a staff person that reaches out to the local driver license offices to provide education and answer questions as needed. Outreach includes a monthly newsletter that is pertinent to staff within that setting. In addition, MTN works closely with hospitals to increase Registry enrollments and the Gift of Life (GOL) program to provide educational opportunities in high schools.



Leading organ and
tissue donation
through excellence,
quality, and
partnership.

Mid-America Transplant

“We save lives through excellence in organ and tissue donation” is Mid-America Transplant’s mission, a federally certified not-for-profit OPO. Mid-America Transplant’s primary service offering is to facilitate and coordinate the organ, eye and tissue donation process for the eastern third of Missouri plus a small number of counties in Southwest Missouri and parts of Illinois and Arkansas. The OPO relentlessly pursues core values of compassion, quality, teamwork, innovation and integrity to create a positive donation experience for donor families.

Their secondary focus is educating people about organ, eye and tissue donation and utilizing DRS data to focus educational efforts in specific zip code areas where donor designation registration is low. The OPO is working to increase awareness and to dispel myths. The agency also provides educational opportunities for high school students in the St. Louis City, St. Louis County, and Springfield, Mo. areas by providing an interactive program on organ and tissue donation. Thus, engaging high school students to learn about science and health that may potentially spark their interest in a healthcare career. The program meets the state’s education standards in health and sciences.

Saving Sight

Saving Sight, formally Heartland Lions Eye Banks, is a 501(c)(3) nonprofit organization with a mission to change lives by saving sight. Founded in 1960, the organization introduced eye donation and the gift of sight to Missouri. One of their primary purposes is to facilitate cornea recovery and transplant, working diligently to assure corneal transplants, eye health research, and increasing Registry enrollments. Services are implemented with stewardship of gifts, integrity, collaboration, teamwork, leadership and accountability as the guiding principles. Saving Sight leads Missouri’s donor designation work group (Team Missouri), pulling partners together to discuss implementation of group activities and data reporting to Donate Life America. Efforts have resulted in a steady increase in donor designations over the past four years.



To make more life-saving transplants a reality through organ and tissue donation



To be the global partnership model for how eye banking and charitable vision services can most effectively serve people and communities.

Other Partners

Missouri Department of Revenue (DOR) Division of Motor Vehicles

The Missouri Department of Revenue, another key partner, serves as the central collection agency for state revenues. The primary duties of DOR are the collection of taxes, titling and registration of motor vehicles, and licensing of drivers throughout the state.

Over 98 percent of DRS donor designations are recorded through agency contracts. In addition, DOR works closely with the DHSS to incorporate organ and tissue donation information into electronic correspondence with local driver license office personnel. They are the lead agency for the DOR/DHSS workgroup that addresses increasing education and awareness at the local driver license offices for the public, wording of registry questions asked at the license offices, and encrypted data transfer to the DRS.

Gift of Life (GOL)

The Gift of Life organization implements the LifeSavers™ program in high schools in a three-county area in Missouri. Student volunteers, along with the assistance of a sponsoring teacher, distribute educational brochures to empower teens to communicate the life value of organ and tissue donation to their families. The purpose is to encourage families to discuss organ and tissue donation, build public awareness and acceptance about the value of organ and tissue donation, and reduce the number of patients waiting for a transplant. The LifeSavers™ program began expanding in fiscal year 2012 into rural Missouri.



Serve as the central collection agency for all state revenue.



Build awareness of the critical need for organ and tissue donation, and provide support to those waiting for a transplant, recipients, living donors, and their families.

Missouri Kidney Program (MoKP)

The Missouri Kidney Program (MoKP) provides a free Patient Education Program (PEP) for patients, families and friends. Community classes inform people about kidney disease, how to delay kidney disease progression, treatment options, and living well with kidney disease. Class subject matter includes introduction to kidney disease and treatment, diet and kidney disease, finances and coping with kidney disease, and kidney transplantation and dialysis options.

The MoKP participates in GODAC meetings, encourages Registry enrollments, and actively supports partner education efforts through time and other resources.



To meet educational needs and promote physical and mental well-being of Missouri residents with Chronic Kidney Disease.

University of Missouri Emergency Medical Services Education Institute

The mission of the University of Missouri's Emergency Medical Services Education Institute is to provide an evolving and dynamic education and training program to new and existing EMS and Allied Healthcare Professionals that meets and exceeds the current standard of care.



"Keep Hope Alive" is an educational training program initially developed by Sierra Donor Services. The Emergency Medical Services Education Institute provides contact hours for those completing the training. This video training program and contact hours are available at no cost to participants. Once the participant successfully completes the program, they are able to receive a certificate of completion that provides documentation needed to maintain emergency management licensure in Missouri.

Missouri Department of Elementary and Secondary Education (DESE)

The DESE is a key partner¹³ for integrating educational initiatives within the public school setting. Integrating organ and tissue donation information into the public schools will provide opportunities for students to learn of organ and tissue donation and be prepared to respond to the questions at the local license office when applying for a permit, driver or non-driver license.



Missouri public schools: the best choice...the best results!

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- ¹ Organ Procurement and Transplantation Network (OPTN). (December 2015). Retrieved from <http://optn.transplant.hrsa.gov/>
- ² Donate Life America. (November 2014). Statistics. Retrieved from <http://donatelife.net/statistics/>
- ³ Department of Health and Senior Services. (December 2015). Donor Registry System.
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- ⁵ Organ Procurement and Transplantation Network (OPTN). (December 2015). Data Reports and Policies. Retrieved from <http://optn.transplant.hrsa.gov/converge/latestData/advancedData.asp>
- ⁶ Department of Health and Senior Services. (December 17, 2014). Population MICA.
- ⁷ Organ Procurement and Transplantation Network (OPTN). (Request No 12/21/2015-8:). Based on OPTN data as of January 8, 2016. Data subject to change based on future data submission or correction.
- ⁸ Organ Procurement and Transplantation Network (OPTN). (Request No 12/21/2015-8,9,10: Based on OPTN data as of January 8, 2016. Data subject to change based on future data submission or correction.
- ⁹ Organ Procurement and Transplantation Network (OPTN). Based on OPTN data as of December 2015. Data subject to change based on future data submission or correction.
- ¹⁰ Organ Procurement and Transplantation Network (OPTN). Based on OPTN data as of December 11, 2015. Organ By Diagnosis, Current U.S. Waiting List For Candidates.). Data Reports and Policies. Retrieved from <http://optn.transplant.hrsa.gov/converge/LatestData/advancedData.asp>.
- ¹¹ Centers for Disease Control and Prevention. (December 30, 2013). Evaluation Guide. Retrieved from www.Cdc.gov/eval/guide/introduction/index.htm.
- ¹² State of Missouri. (August 2014). Missouri Statutes §194.297, §194.300 and §143.1016 RSMo. Retrieved from <http://health.mo.gov/living/organdonor/statutesandbills.php>.
- ¹³ State of Missouri. (August 2014). Missouri Statutes. §194.302 RSMo. Retrieved from <http://health.mo.gov/living/organdonor/statutesandbills.php>.
- ¹⁴ State of Missouri. (August 2014). Missouri Statutes. §194.300.2 RSMo. Retrieved from <http://health.mo.gov/living/organdonor/statutesandbills.php>.

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